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5th Meeting

Original only -



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CIA CAREER SERVICE BOARD


10 March 1953

Present

Mr. Walter Reid Wolf

Lieutenant General W. H. H. Morris, Jr.

 25X1A9a

 25X1A9a

Colonel Matthew Baird

Mr. Robert Amory, Jr.

 25X1A9a

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MR. WOLF: We will call the meeting to order. The minutes of the 4th meeting of the CIA Career Service Board held 15 January '53 have been distributed. Are there any corrections or comments to those minutes? If not, we can consider the minutes approved as distributed.

The second and most important item on the Agenda is the "Nomination of Chairman of the CIA Career Service Board, for the period 1 March 1953 until 30 June 1953." The CIA Notice [REDACTED] 25X1A says: "The Chairman of the Board will be one of the Deputy Directors, each of whom will serve successively for a term of four months." The term of the present Chairman (the DD/A) was extended by CIA Notice [REDACTED] 25X1A for the period 1 November 1952 through 28 February 1953. The Chairman has hitherto been appointed by the DCI on the recommendation of the Board. I see that the 28th of February is over, and I am now acting illegally. I would ask for nominations for the Chairman of this Board to serve for the next three months' period -- March, April, and May.

COLONEL BAIRD: I nominate the DD/P.

GENERAL MORRIS: I second the nomination.

MR. WOLF: Any comments? Any other nominations? If not, all in favor of the DD/P say aye. (All said aye.) All opposed say no. (No one said no.) The DD/P is now the Chairman, and if he were here he could take the chair.

COLONEL BAIRD: Mr. Wolf, this probably need not go on the record because I am asking for information.

(Off the record)

MR. WOLF: The third item is on the subject of hazardous duty pay. It stated in the agenda "further consideration of Regulation proposed at 4th Meeting on 15 January 1953 and tabled. See Comments by the Career Service Boards of the DD/P area, (attached)."

I have in front of me a memorandum dated 3 March on the subject of Hazardous Duty by direction of DD/P and signed by [REDACTED] Chief of Administration, DD/P. It reads:

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1. The DD/P Career Service Board desires to defer recommendations on reference proposal pending the availability of the Strauss report referred to in para. 4 a of reference cover memorandum.

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2. It is requested that we be given an opportunity to review the Strauss report when available.

3. It is also requested that matters of general interest to the DD/P organization, referred from the CIA Career Service Board, be addressed to the DD/P Career Service Board only and not to the Senior Staff Career Service Boards of the DD/P. The DD/P Career Service Board will undertake to provide necessary internal coordination and report the official DD/P position in such cases.

The first part of the request is that no action be taken on the matter of hazardous duty pay until such time as the Strauss report is available for study, and is there any further comment anybody would like to make on the question or subject of hazardous duty pay?

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MR. [REDACTED] 25X1A9a I have a spot report on the Strauss report . . . I mean the status of it. I talked with the Military Staff Director of the Strauss Commission, and I have also talked with Admiral Strauss, and I have here a what you might call a *leak* of the recommendations from the Strauss report to the Army-Navy-Air Force Journal, and the Military Staff Director has confirmed to me that this is an accurate precis or summary, but because this did leak in the way in which it did, Admiral Strauss has said that nobody is going to see the report until it is signed. The report will be signed on the 20th of March; however, this summary shows that the report is not, for all practical purposes, going to change anything from the present hazardous duty pay situation. It is not going to recommend any substantial change.

When the report is filed it will have to be reviewed and approved by the Secretary of Defense who may or may not send it to the Congress, and it is only when Congress changes the legislation that CIA would be affected by anything in the Strauss report.

MR. WOLF: Well, the full report will be available . . . you say issued on the 20th of March?

MR. [REDACTED] 25X1A9a That is correct, Sir.

MR. WOLF: Well, the request for this Board is that no consideration be given until the full report is available for study, and I have no idea what the pleasure of the Board is on that. Does anybody care to take action today, or would we think it better to defer to the request

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from the DD/P and wait until the Strauss report is published and then bring the matter back for finalization? It would seem to me that would be the appropriate procedure.

25X1A9a  
[REDACTED] I have read what I could find on this question, but it is not clear to me the necessity for hazardous duty pay. I have lived through 30 odd years of the Air Force on this problem, and it has never been properly resolved, and I don't think it will ever be. Bill, you remember that board you had in G-1 one time years ago that came up with the idea of something different in flight pay. I think Air Force should have accepted it at that time. If the necessity for hazardous duty pay is the incentive to get people in, then I am very much opposed to hazardous duty pay. If it is to give people increased remuneration to buy insurance for their dependents I would think that an approach from an insurance angle would be very much safer than hazardous duty pay. In this organization it seems to me the motivation for taking hazardous risk can't be bought.

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MR. WOLF: Right.

25X1A9a [REDACTED]: And I think if we postpone it and listen to the Strauss report we are evading the issue of whether there is a necessity for hazardous duty pay, or should there be a study made of something to protect people who know when you take a risk which would provide something for their families?

MR. WOLF: Well, I am not thoroughly familiar with all this Strauss report or all the controversy on hazardous duty pay, but if I as an individual had to make up my mind right now I would be entirely opposed to any form of hazardous duty pay for members of this business -- this Agency. I agree that it may well be that we ought to have a very special and careful study made of some method of insuring the dependents of those who are taking an undue risk, but I go back to my friends in the Marine Corps, and I have talked with several of them on this subject to get the point of view, and they take a very strong stand against any such thing from the point of view of the Marine Corps. I don't advocate the Marine

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Corps as being the last word, but I certainly have some respect for some people who have been guiding them.

25X1A9a  
[REDACTED]: I think any hazardous duty pay in this Agency would be extremely difficult to administer on an equitable basis. I know the abuses that inevitably creep in in the Air Force.

25X1A9a  
MR. [REDACTED] 25X1A9a your views reflect those of FI exactly.

The reason for the exception was that the question had been raised, and there was a possibility that the Strauss report might bring in to focus certain considerations or suggestions which hadn't occurred to any of us, but in the absence of any such thing, well, our position will be exactly as yours was. We weren't trying to evade the issue. It was just a question of here was something that a lot of work had been done on and was going to be made available. There is maybe a 1% chance that it might influence our outlook.

25X1A9a  
[REDACTED]: I think General Morris will agree with me that this thing has been gone over and over in the military, and I don't think there is a new factor or new consideration. There have been many boards like the Strauss Board, and it is almost always a vehicle to prevent Congress from taking away your flight pay. That is just about what it amounts to. I am a newcomer, and I shouldn't be talking so much on this subject, but I would offer for consideration dropping the whole idea of hazardous duty pay, to engage an outside consultant or consultants to study the whole problem of protection for those people who do have hazardous duty or who undergo risks in which it would be some protection.

\* MR. [REDACTED] 25X1A9a You mean through an insurance protection?

[REDACTED] 25X1A9a Yes.

25X1A9a MR. [REDACTED] Mr. Chairman, I reinforce the views you just expressed and those expressed by [REDACTED] 25X1A9a I don't believe there is any need for hazardous duty pay in an organization of this kind, but I would also suggest that we do study some means to reimburse individuals on such duty when there is great risk.

MR. WOLF: Is there any further comment? Matt, have you any?

COLONEL BAIRD: I am not sure I understood what the General meant there. You said not hazardous duty pay but we reimburse individuals while on such duty, didn't you?

25X1A9a  
[REDACTED] If they are on hazardous duty there should be some other means of awarding them or rewarding them other than this type of pay suggested here which has never been satisfactory. It is almost impossible to administer, and I think that, as 25X1A9a suggested, the incentive here for types of duty individuals would come on is of much different nature than when you are enlisting in military service for a short period of time or for any length of time.

25X1A9a  
MR. [REDACTED] I would like to agree with [REDACTED] and General

25X1A9a [REDACTED] in part, but [REDACTED] comment was that it would be well to arrange some sort of protection for dependents in the event the hazards of the duty did result in fatality, and if . . .

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MR. [REDACTED] 25X1A9a Or disability.

MR. [REDACTED] 25X1A9a If the mission is carried on without any harm or ill being, well, then there be no reimbursement.

25X1A9a  
[REDACTED] My ideas were there should be something like a Line of Duty Board where would determine whether or not the total disability or the death was due to risks which normally wouldn't be required to take.

MR. [REDACTED] 25X1A9a I just wonder if a person is flying over to [REDACTED] 25X1A on official business in a normal flight, and the plane crashes, and he is killed if his dependents are any less deserving than if he did it in a [REDACTED] 25X1A some place. I would like to put in for consideration a system which would be voluntary on the part of all employees. The FBI has, I think, and it is only term insurance during actual employment and covers all types of death, particularly for junior officers who perhaps don't have their life insurance programs established yet. I think for the sum of about \$10 a year they have \$10,000 life insurance.

25X1A9a  
[REDACTED] Well, that was my point that I wanted to make. I don't think it is possible for us within the Agency to solve a thing of this kind. The people who are qualified are entirely too busy, and

on this insurance angle we can find people -- actuaries -- who can be cleared to know the kind of work we do and come up with recommendations to us.

25X1A9a

MR. [REDACTED] They administer theirs themselves?

25X1A9a

[REDACTED] I mean to recommend a program which we would administer, yes.

25X1A9a

MR. [REDACTED] In other words, we need an actuary to recommend a program.

25X1A9a

MR. [REDACTED] The only thing we could have is a mutual insurance program in its ultimate sense; in other words, if 10 of our officers were killed in one plane crash we would probably all be assessed.

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MR. WOLF: With great deference I would like to raise this point if I may. We have before us this Hazardous Duty Pay Program. We have a request that no action be taken affirmatively until the Strauss report is made available. I think it is the sense of this meeting that we need not unnecessarily delay action on this report in that everybody seems to indicate that he would not vote affirmatively even if he had the Strauss report unless there was something compelling. Now there is nothing irrevocable about such a decision if this Board makes it at this time. If after the publication of the Strauss report any one of us finds anything in it which indicates there is something which should be brought back to this Board, I would think we could bring it back. I want to bring out the point that I doubt whether or not [REDACTED] 25X1A9a suggestion about an overall insurance plan is contingent upon the approval or disapproval of hazardous duty pay.

25X1A9a

[REDACTED] But when you tear down you usually put up something, and that was my idea.

MR. WOLF: I would wonder if we might not in an orderly manner determine today that this Board is not prepared to recommend to the Director any program along the lines presented to us on hazardous duty pay, and then if we might not suggest that this Board through the proper



officials of the Agency undertake a careful study or with the proper actuaries and counsel to determine whether or not legislation is necessary, see whether or not we can present to this Board a workable and appropriate program for coverage for dependents of members of the Agency engaged in Agency business.

MR. [REDACTED] <sup>25X1A9a</sup>  
I will concur as long as it is clearly understood, as you pointed out, that it is closed without prejudice because I didn't attend the DD/P Career Service Board meeting in which the decision of 3 March 1953 was set forth.

MR. WOLF: Right; well, it is perfectly automatic, I think, that nothing can be closed with prejudice here. Any member of this Board could reinstitute this subject at the next meeting or any other . . .

3 COLONEL BAIRD: But I certainly agree with you, Mr. Chairman, that we shouldn't delay if there is something that this Board can recommend at this time. [REDACTED] <sup>25X1A9a</sup>  
the last meeting of the Board, I think, was almost two months ago, and did defer action on this in deference to the DD/P which was the large beneficiary of such a plan with a request that the DD/P examine it and come up with recommendations. I think the DD/P's offices have had sufficient time to determine whether they wish or do not wish a hazardous duty program such as that recommended, and I don't think we should defer action on it any longer.

MR. WOLF: Well, then may I assume that based on the comments made that this Board is not prepared to recommend the regulation for hazardous duty pay which has been presented at this time? Is there any comment or any objection to that?

MR. [REDACTED] No. <sup>25X1A9a</sup>

[REDACTED] <sup>25X1A9a</sup>  
No.

GENERAL MORRIS: No.

[REDACTED] <sup>25X1A9a</sup>  
No.

COLONEL BAIRD: No.

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MR. WOLF: May I then suggest that this Board through the proper channels institute a study as quickly as possible to determine whether or not we are in a position to or whether we will require legislation to present for finalization an insurance program for the benefit of the employees of this Agency in their various categories? I don't think we know enough today to try to finalize that, and I think we would have to make a very thorough study.

MR. [REDACTED] 25X1A9a  
We need to perhaps employ a consultant or so in order to advise us.

MR. WOLF: Very possibly. Would it be the sense of this Board that that is something we should undertake?

COLONEL BAIRD: We have such cleared consultants, haven't we, Walter?

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25X1A MR. WOLF: Yes, but they fussed with it a little bit but didn't get anywhere. It was through [REDACTED] I talked to [REDACTED] 25X1A9a about it, and I want to take up the whole subject again. What I want to make very clear is I think we want to take it up as something separate and distinct from hazardous duty pay. We want to clean up the hazardous duty thing, and then we want to start this other thing -- a proper insurance program for the Agency.

COLONEL BAIRD: Your phraseology of the appropriate channels would be the DD/A Office, would it not?

MR. WOLF: I would assume the burden would fall on this office and through the Personnel Office. If this Board makes the recommendation and the Director approves it I think it will certainly fall on the neck of this office.

COLONEL BAIRD: I hope, but I wanted to make sure it wouldn't fall between left and center field.

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MR. WOLF: If there is no objection, may we consider that matter covered? We come to Item No. 4. "CIA Career Service Program", CIA Regulation to take the place of CIA Notice [REDACTED] (attached); for approval. I want to make sure I have the right one here. 25X1A

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(Off the Record)

MR. WOLF: I think maybe it would be wise if at least through the three major offices, and through your office, and [REDACTED] 25X1A9a office we had this concurred in so that when it was presented to the Director for signature he would have or know that it has the written concurrence of DD/P, the DD/I, the DD/A, the Director of Training, and the Director of Communications. Would that be satisfactory?

MR. [REDACTED] 25X1A9a Mr. Wolf, I have not done that because Mr. [REDACTED] 25X1A9a tells me that is the normal function of his office.

MR. WOLF: That is right, but I mean that will be done through his office. I don't think I want to ask this Board to go on record making this recommendation to the Director until that normal function has been carried out. 25X1A9a

[REDACTED] Yes, it needs to be done because the action we have just taken on the hazardous duty would have to be eliminated from this.

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25X1A9a MR. [REDACTED] There are always technical changes which have to be made at the last minute.

MR. WOLF: In other words, is it the suggestion that this Board approve this in principle and present it to the Director after full and complete cooperation?

25X1A9a MR. [REDACTED] The DD/P has already so requested.

COLONEL BAIRD: Mr. Chairman, I would like to raise a question on it.

MR. WOLF: Right.

COLONEL BAIRD: I would like to suggest that we do not ask the Director to approve this regulation at this time. I would prefer to see the full year of trial run. It hasn't too many months to go before we regularize something that I am not sure is working too happily. I have this comment to make. I question whether the DD/P, the DD/I, and the DD/A can give the necessary time required by the CIA Career Service Board. I don't see why this should be on the record, but I guess maybe it should. I have been through a training course the last couple of weeks, and I attended two of the Office of Communications Career Service Board meetings.

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They lasted from 2:00 to 4:45 one day and from 2:00 to 4:30 the second day. They did not complete their agenda on either day. That Board consisted of three top I would think at least GS-13 and maybe 15's. I am not sure, [REDACTED] 25X1A9a

[REDACTED] The Chairman is a 15.

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COLONEL BAIRD: They worked hard on their office Career Service Board business. To me it was an eye opener -- the care and the diligence which they gave to their individual office problems. I don't think that we can as a CIA Career Service Board give the office boards the guidance and leadership which they have a right to expect by meeting once a month with the deputies in attendance because I honestly don't think they have the time to devote to it, and after we have run the gamut with the rotation of the Chairman on a year's trial, it may be that we might wish to recommend to the Director an entirely different composition or even a different name of Personnel Policy Board. I just feel that before regularizing this and sending it out to the field as a fait accompli that we are not yet ready to be sure that this is the way it ought to work, and I suggest delay.

MR. WOLF: Would anybody like to comment on Colonel Baird's suggestion?

COLONEL BAIRD: Well --

MR. [REDACTED] 25X1A9a  
I agree with Matt as to the problem of the time involved, but unless there is some mechanism in being that brings in to bear the Deputy Director level, well, the recommendations and the suggestions for policy that must be acted upon by the DCI, we would have hopeless confusion. In other words, I think the reason for the Deputy Director being in the chain of developments, even though he contributes little time and he is not going to come up with the ideas. They come from down at the working level. At least that is the way the FI Board worked. They make the suggestions. We screen them at the DD/P level, and then they come up to the Director's Board here, and regardless of how we may change it around, Matt, I think we are going to have all of . . . each one

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giving progressively less time to it as it always happens.

COLONEL BAIRD: I had in mind an Executive Committee such as you once thought of, Walter, that would sit more often and give more time and more thought to these problems. We get behind. . .

MR. WOLF: That is right.

COLONEL BAIRD: . . . on our work. I don't think we have studied out the position of some of these subcommittees which are appendages of the Career Service Board as to where they belong and what authority they have. I am not convinced in my own mind that the Executive Secretary and his staff should belong to the Career Service Board or belong to the Office of Personnel. I just say I would like a little more time, but it is just my personal opinion.

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[REDACTED] 25X1A9a  
I have two comments. One is if we put out something that is widely disseminated and it leads to hopes for the people in the field and we are not able to back it up completely, we may have done some damage. I had my Career Service Board really functioning well before the people in the field found out about it, and then when they did find out about it, we were able to demonstrate the functioning of it, and there was no morale problem. If there is no hurry to get this out, it might be better to let it run for a while or put out a very brief regulation announcing that the establishment of the career service board has been established with its objectives without anything much more.

MR. [REDACTED] 25X1A9a  
That has been done three times in the DCI's Newsletter. In other words, the news has gone to the field that there is a CIA Career Service program, and the very most general aspects of the program have been announced to the field. You remember, Walter, you took some copies of the Staff Study to Europe, and I think Mr. Dulles has discussed it in the Far East, and there seems to be a crying need to tell the people that there is a Career Service program, and if I may say this off the record.

(Off the Record)

25X1A9a

If it has widespread . . .

MR. [REDACTED] What form it takes, Matt, you have some very real and

25X1A9a

good points, and what form the notice to the field should take is something that may require a little study, but I think we ought to get something out to them.

COLONEL BAIRD: Walter, if I may just amplify it once more. To

25X1A9a

reiterate what [REDACTED] has said. He knew the answers to many of the problems that his field people were going to ask him before he let the word out. Now we have been in existence for eight or nine months -- since July, I guess. We didn't really meet until the fall, but there are a lot of things that we don't know the answers to yet, which it seems to me that before we say we are set up in business we ought to know. We ought to have the answer to the Executive Inventory -- what it means. We ought to know the answer to the rotation problem. We ought to know the answer to a number of questions that drift into me, and I say, "Well, we haven't taken that up yet."

MR. WOLF: That is right.

COLONEL BAIRD: I had hoped that by the end of a year the Career Service Board would be in a position to give firm guidance on Agency policy just such as you say this promotion policy. There is no Agency promotion policy. Each office has its own. People want to know what the Agency policy is.

MR. WOLF: General Morris, do you want to comment on this?

GENERAL MORRIS: Well, my idea is that it could be either way. I don't mind a regulation going out because you can always change a regulation. We change them all the time -- put out brand new ones to take the place of the old ones. It does formalize this thing a whole lot to go right out with the changes right away if you want to.

25X1A9a

MR. WOLF: [REDACTED] have you -- ?

25X1A9a [REDACTED] I think something should go to the field. In what form it should go, I am not prepared to recommend whether it is this. I am not too familiar with it, but I do think something should go out to

the field so they would know in the Agency we are endeavoring to look after

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their interests. It is a morale problem.

COLONEL BAIRD: I thought something had gone to the field.

MR. [REDACTED] 25X1A9a  
Very informal in the DDI's Newsletter.

MR. [REDACTED] 25X1A9a  
: And I will circulate within the next couple of days,

if you like, to the members of the Board the text of what has gone in  
the DDI's Newsletter.

MR. [REDACTED] 25X1A9a  
Why don't you circulate a proposed notice?

MR. [REDACTED] 25X1A9a  
: I have right here. This is the best I can do.

25X1A9a MR. [REDACTED] : This is headquarters, isn't it?

MR. [REDACTED] 25X1A9a  
The Headquarters notice, [REDACTED] 25X1A

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25X1A [REDACTED] I have worked with Mr. [REDACTED] I have come  
up with at least a dozen texts, and everyone I have come up with has been  
turned down for one reason or another, including some of the . . . I prepared  
for the DDI's Newsletter. I have exhausted my personal abilities to prepare  
texts. I will prepare whatever somebody tells me to prepare, and I can do  
it, but I have to know what they want. At this point I don't know. I have  
tried about a dozen different things, and so far none of them have been  
acceptable for one reason or another.

COLONEL BAIRD: But do you think this will be acceptable as your  
13th try?

MR. [REDACTED] 25X1A9a  
As far as I am concerned this is it; this is the best  
yet, and if I were making the decision, I would send this immediately to  
the field -- tomorrow -- [REDACTED] 25X1A because I think this tells  
them what they already know. We have people going back and forth all the  
time, and they know that there are these 20 boards, so we might as well  
tell them in the field.

MR. WOLF: May I interject now? It seems to me we have presented to  
us a proposed CIA Regulation. Said regulation in effect states in regulatory  
language, that language which is expressed in a directive signed by General  
Smith -- signed by General Smith last June. That is in being at the present  
time.

Now the first problem that seems to be before this Board is whether  
or not we want to issue this as a regulation to take the place of shall we

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25X1A

call it a directive signed by General Smith. [REDACTED]

25X1A [REDACTED]

25X1A [REDACTED]

I think we are

getting two things all jumbled up here. It has been the policy of the organization in the last six months to attempt to rewrite all Agency regulations to wit to give an expression of overall Agency policy in the form of a regulation and at the same time to attempt as best we could through procedural notices [REDACTED] 25X1A to issue procedures or procedure which was so flexible they could be made effective in various parts of this organization, but all within the framework of the policy. Now if this is the policy of the Agency at this time, I can see no reason why it shouldn't be so expressed. The point that Matt brings up is that this is the policy, but in his judgment this policy will probably be changed in the relatively near future. I personally don't want to go ahead and issue a regulation and then have another one written within a couple of months and change the whole thing. However, I hate to have a directive on the books and not have it expressed effectively in the regulatory form and preclude the Career Board, and the various offices, and the DD/P area particularly from sending a sanitized version of the directive and/or regulation to the people in the field if it is in force. We can always change a regulation. If it is just a small change there is no problem. If the entire policy of the regulation is to be changed, that is another thing, and I don't believe you mean that. I think what you are troubled about is the proper implementation of the policy as expressed by this regulation as it affects the individuals in the Agency, and I am wondering if we shouldn't consider the issuance of said regulation the authorization, if the Director so decides, [REDACTED] 25X1A and

then go right to work to develop any changes that we may determine are necessary so that we can implement this or remove from it that part which we are not competent to implement. Do I make myself clear?

COLONEL BAIRD: Yes, sir. Actually I think what the DD/P and the Office of Communications are concerned about is that a notice hasn't been sent to the field. I don't understand why it is more difficult to sanitize

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a notice than it is to sanitize a regulation. Perhaps it is.

MR. [REDACTED] 25X1A9a  
I can explain that.

[REDACTED] 25X1A9a  
I should think rather than sanitize, sanitize but also brief. The field should not be concerned with the fact that four members present are a quorum, and meet once a month, and that sort of thing -- a statement of the objective in the first few paragraphs of this regulation and the composition of the Board would be enough for the field.

MR. WOLF: That is right.

25X1A9a 25X1A  
MR. [REDACTED] The [REDACTED] goes into quite a lot of background; it goes into philosophy. [REDACTED] is a Staff Study, not a Directive, not a Regulation. It isn't even a Notice.

MR. WOLF: It is a Staff Study that has been approved by the Director.

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MR. [REDACTED] 25X1A9a  
And the Notice actually translates a Staff Study. It has been the DD/P's, and this is not Mr. Wisner's point, but it is really 25X1A9a [REDACTED] and I think correctly, that it is inappropriate to send the Staff Study overseas, and if somebody will come up with the essence, the regulatory material which I have done here, they will undertake to

25X1A

[REDACTED] That is correct.

25X1A9a

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[REDACTED]

to be a major change in the principle involved of a career service for this Agency, that would be another thing. I don't think we contemplate that.

COLONEL BAIRD: I don't.

MR. WOLF: It would, therefore, be my suggestion, and maybe I am not the one to make it, but anyway I will, that subject to complete concurrence by the DD/P, DD/I, DD/A Office, <sup>25X1A9a</sup> [REDACTED] and Colonel Baird's office that this Board recommend that this regulation be made official and that the DD/P, or DD/I, or anyone else be thoroughly authorized, as he is anyway, to sanitize it and utilize it in notice form to those of his people whom he cares to have it. Although I still think that Matt has a terribly good point. The only thing I think we need consider is whether or not we ought to do it now or whether we will be able to revise this in such a way within the next couple of months that we will be able to do it better in a couple of months -- two or three months -- or is the delay or two or three months important? Personally I would prefer to get it done and then correct, but I have no strong conviction.

MR. <sup>25X1A9a</sup> [REDACTED] Well, my feeling is that we should get it done because I don't believe we will ever reach any point in our development that we can be sure we are not going to change the mechanical structure of this implementing the basic policy. I agree with you, Matt, that the present one may be cumbersome, and it may be changed, but will we know any more in two or three months -- more than we do now? At our present rate of development we might know something in another year.

COLONEL BAIRD: I have no desire to impede the <sup>25X1A</sup> [REDACTED] knowing about what we are trying to do, but I would hate to have the field think we know the answers at this time because if they write back and ask us what the answers are, we don't know.

25X1A9a

MR. [REDACTED] I think that will certainly be taken care of in the DD/P Notice, and I doubt very much, if I can only speak for FI, if we will go into the mechanical aspects of this thing and who constitutes what, etc., because I don't think they could care less.

MR. WOLF: I don't either.

MR. WOLF: Would anybody else like to comment, or shall we finalize this particular problem so we can get on to our next business, and what is the pleasure of the Board?

GENERAL MORRIS: I move we issue the regulation, and after it has been approved by the DD/I, and DD/P, and Matt's . . .

MR. WOLF: The regular normal way.

GENERAL MORRIS: Yes, and they can then put out their notices based on that.

25X1A9a

[REDACTED] I agree with that.

MR. WOLF: That is seconded. Is there any further discussion? Matt, would you like to?

COLONEL BAIRD: No.

MR. WOLF: It is so ordered. The next item I have on this agenda has to do with the Report of the Professional Selection Panel activities. I understand that has been held in abeyance and cancelled. However, I have a notice that just came to me, dated 9 March, with which I concur completely, and I would like to read to this Board because it has something to do with the Professional Selection Panel, and it is a memorandum to this Board from the Panel, Subject: Procedure for Reporting the Recommendations of the Panel on Specific Cases, Reference: Procedure for Handling Cases Submitted to the Professional Selection Panel, dated 9 January 1953.

1. At the request of the Deputy Director (Plans) and the Chief of Operations, the Panel recommends that the present procedure established by reference for transmitting its recommendations on specific cases be modified so that an information copy of its recommendations be transmitted to the Head of the Office or Senior Staff concerned through the appropriate Deputy Director. It is further recommended that when the Panel's recommendation is adverse, the Assistant Director (Personnel) consult with the Head of the Office or Senior Staff concerned before taking further action on the case.

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2. Since this modifies a directive to the Panel from the CIA Career Service Board, the approval of the Board is requested.

FOR THE PROFESSIONAL SELECTION PANEL:

/s/

25X1A9a

Chairman

5 I would be 100% in accord with adopting that procedure, but as I say, it arrived this afternoon, and I guess about five minutes before this meeting, and I was aware of it having discussed it with some of my associates, and I present this to the Board, which I assume is appropriate, although they have asked to withhold the report. Is that correct?

MR. 25X1A9a That is right. Mr. 25X1A9a asked me if I would transmit to you, as I did, his request, and Mr. Wisner's that this procedure be adopted.

MR. WOLF: 25X1A9a Well, this Mr. 25X1A9a and I have talked about, and this came in, as I say, five minutes before the meeting, and I have read it. Would anybody like to consider it, discuss it, or would you like to approve this?

MR. 25X1A9a I move we approve it.

25X1A9a I second the motion.

MR. WOLF: Is there any further discussion on this? All in favor say Aye, all to the contrary, No. (All said Aye) It is so ordered.

6 The next item is Oral Examination of Applicants, Staff Study, dated 3 February 1953, (attached); for action. That is a long study, and by way of introduction I would simply like to state, and 25X1A9a I think, can confirm everything I say, that this Staff Study was made at the direct request of General Smith in his office after a long discussion one day, in fact, two days, on this whole subject of taking personnel into this business. The study has been disseminated. Everybody has had an opportunity to read it. There have been comments written about it, and I will only ask the Board what action, if any, they care to take on this

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subject. I myself, if I have a vote on this Board, as I say, I am not prepared to recommend the action proposed in the Staff Study at this time.

GENERAL MORRIS: I would like to state one thing there. Also when General Smith mentioned about making this study for him for applicants, he suggested the way it might be done, and so this Staff Study is written that way based on his more or less oral directive, which is not exactly in accord with what we had reference to in that Panel.

MR. WOLF: That is right, but I think everybody has had an opportunity to look at the Staff Study, and I don't know whether you are prepared to comment on it. I have written comments from a number of people. Would anybody like to make any comment, or would anybody like to make any motion with regard to it?

25X1A9a  
[REDACTED] Mr. Chairman, do you have the memorandum there from Mr. [REDACTED] of 23 February expressing the point of view of the DD/P Board?  
25X1A9a

MR. WOLF: Just a minute; I think I have. This is dated the 23rd of February 1953.

25X1A9a  
MR. [REDACTED] Yes, sir.

MR. WOLF: Signed by [REDACTED] 25X1A9a

1. Reference staff study was considered by the DD/P Career Service Board.

2. This Board agreed that a system for the oral examination of applicants should be instituted in the Agency. It felt, however, that the recommendations made in reference staff study were not adequate to handle this problem at least as far as the DD/P elements are concerned. The Board was of the opinion that further detailed consideration be given to this problem with a view to placing the responsibility for oral examinations on the various Career Service Boards of the senior staffs of DD/P. This proposal would have the advantage of spreading the workload entailed in such examinations and placing the responsibility on individuals knowledgeable in the personnel requirements of the various activities. It is recognized that details would have to be worked out for a proper implementation of this idea, but it is felt that such a procedure would come closer to setting the requirements of the DD/P organization than having the work performed either by the Professional Selection Panel or the Boards of Examiners proposed in the reference staff study.

25X1A9a

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[REDACTED] Yes, sir, I would like to support that point of view. The idea behind that is it is a terrific workload to conduct these oral examinations. Therefore, I feel that it should be decentralized to the people who are actually going to use these individuals and that the Professional Selection Board, as I understand you have one, should only be called upon to act in case of doubtful cases, or where it is referred to them, or medical cases, or various things of that type which require an Agency point of view.

MR. WOLF: That is the way it is at the present time.

25X1A9a

[REDACTED] That is the way we would recommend in DD/P.

GENERAL MORRIS: I wanted to say about the method you have there. You know right now you do that. The Board doesn't act on it. We don't accept anybody unless you people accept them.

MR. WOLF: I think this would formalize it considerably. But I would say I think I am right that the Professional Selection Panel does exactly what you have said right now.

25X1A9a MR. [REDACTED] That is correct.

25X1A9a MR. [REDACTED] I think the weakness in Mr. [REDACTED] position is that 25X1A9a these Boards would pass on the professional qualifications of an individual, but would they be capable of passing on a man for overall suitability as a career employee?

25X1A9a

MR. [REDACTED] However, the Director's mandate and the responsibility which he placed upon the senior staffs under the DD/P is for the development of a professional specialized service, and I think that the only people who are competent to pass upon people with a particular service are persons from within the service, and I certainly wouldn't feel that I was competent to pass upon qualifications of a man for OCI, or some other technical job, or even a communications expert because it is technical proficiency which might control. General suitability standards, I think, are pretty well known throughout the Agency.

25X1A9a [REDACTED] There seems to me a weak point, and I agree with what you have just said. My Career Service Board and my people as

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General Morris sends down applicants we either interview them or look their papers over, and we determine whether or not from technical aptitude or past experience they are desirable, but we are unable to detect these people who flunk out on us after they have gotten overseas, the lack of integrity, and things of that kind.

MR. WOLF: I don't think your Board necessarily has to do that because, after all, that again is an administrative matter.

[REDACTED] <sup>25X1A9a</sup> That is my point, and I think what you said that the Career Service Boards or the offices shouldn't have to determine that, and I understand that the examiners in the Foreign Service are people who are highly trained in oral examination, so I think there is something in addition to the way it is being done now that need be done, but I don't go for this oral examination for GS-17's or above trying to do it because they simply haven't the time, nor have they the skill.

6 MR. WOLF: I would like to, if I may, just read the last paragraph of Bob Amory's memorandum dated 24 February 1953. He ends his memorandum stating:

2. The mechanism now extant in the Professional Selection Panel, is adequate to assist the Offices in selection of Career employees and should be encouraged to continue to increase its competence toward this end. I recommend that this Panel be kept separate from the "Command line," and be advisory to the Agency Career Board rather than to any single element of the Agency.

When there is any question from an administrative, from a security, or from a medical point of view, a marginal case, regardless of the qualifications of the individual, it is my understanding that the matter is then referred to the Professional Selection Panel for its recommendation, and I rather think that this Board might be well advised if it so felt that we would determine that we are not prepared to accept the conclusions and the recommendations in the Staff Study dated the 3rd of February, but that we devote all of our efforts to continuing to determine how best we can consider the subject of bringing new employees in on a career basis and make any recommendations as time goes on that we may want to make.

COLONEL BAIRD: Mr. Chairman, you have a suggestion from the Executive Secretary which he makes as a possible course of action by the Board. The

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request is that the Professional Selection Panel reconcile the various comments and make specific recommendations to the Board at its next meeting. That seems to me like a reasonable course of action.

MR. <sup>25X1A9a</sup> [REDACTED] I made that suggestion in all humility because this is an extremely complex subject, and as I see it, the comments which Colonel Baird made for Training and which <sup>25X1A9a</sup> [REDACTED] made for Communications, etc., and Mr. <sup>25X1A9a</sup> [REDACTED], etc., and Mr. Amory, I think there are excellent ideas in all of those, but the four have to be put together into one consolidated recommendation, and we can't do it . . . I mean, it is just too horribly complex. You have to sit down and study it and come up with a single recommendation reconciling those advances in various aspects of the problem.

COLONEL BAIRD: Mr. <sup>25X1A9a</sup> [REDACTED] is a member of that Panel, and maybe he would like to give us an idea as to whether he feels the Panel could do that.

25X1A9a MR. [REDACTED] Yes, I think we could.

MR. WOLF: Would it then be satisfactory to this Board to disapprove any recommendation to the Director on the Staff Study and recommend that in accordance with the Executive Secretary's recommendation, the Professional Selection Panel coordinate the various suggestions and come back at the next meeting of the Board with recommendations on this subject? Is that satisfactory? Is there any objection? If not, we will consider that approved and pass on to the next subject. The next one is Responsibility for Career Planning, Staff Study, dated 24 February 1953, (attached); for approval. This is a . . . the dates are mixed. That is what held me up. This is a recommendation to the Chairman of the CIA Career Service Board, Subject: Responsibility for Career Planning, for approval, and it is recommended "that the principles contained in the references and decisions cited in paragraphs 3b, c, and d above be approved as the basis for placing career planning responsibility throughout the Agency." I don't know whether everybody has read this and considered it. I don't think there is any need of me reading it all. Is there any comment on this recommendation in

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this paper?

COLONEL BAIRD: I would like somebody to brief me down. If my concept of the function of Training in the Agency is valid, one of the premises is that people should be rotated in and out of Training from both the substantive offices, Admin offices, and particularly the DD/P offices. That would be very nice for me because I wouldn't have any Career Service Board. I would just say, "These people all belong to somebody else." If they didn't I wouldn't particularly want them because I want people that can go back to ORR and learn a little about geography and come back and teach it, and certainly there should be constant rotation with the DD/P offices and the covert Training. What I am getting at is the office boards are really the guts of this thing at the moment, and I would hate to see the integrity of the office boards broken up. I feel that the people who are in Training, in the Office of Training, now, particularly the support staff, and TRG, and the assessment and evaluation people, are Training people. They are on my T/O. I have a real feeling about their career, and I would think that probably OCD and ORR where there are pretty good Career Service Boards in existence, <sup>Comm 25X1A9a</sup> particularly, would say, "I would like to feel that all of these people as long as they are attached to me are members of my office Career Service Board. Now does this whittle away at the integrity of the office boards?

MR. <sup>25X1A9a</sup> On the contrary; it enhances it, Matt.

COLONEL BAIRD: Well, it does for you. I am asking for the DD/I. It doesn't for me at all. It puts me out of business.

MR. <sup>25X1A9a</sup> Almost. I would like to have the DD/I talk about it, whether he feels that this DD/P which has . . . you have approved it, but the DD/I and the DD/A, it is a little different situation.

MR. <sup>25X1A9a</sup> I just wanted to point out one thing that is germane to our conversation is that there will be primary and secondary classifications. In other words, a person whose primary classification is FI, and almost necessarily all our chiefs of major stations have a primary and two secondary. All senior staffs approve their appointment.

25X1A9a

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~~Mr. [REDACTED]~~: A well-rounded officer of DD/P would have the secondary.

They cannot get the secondary under our ground rules until they have completed the required training and have the approval of the chief of the next staff.

COLONEL BAIRD: I am sure this is what you want for the DD/P.

25X1A9a  
MR. [REDACTED] Yes.

COLONEL BAIRD: I query whether it is as necessary in the overt offices under the DD/I. There are quite a few administrative people of all categories. Now whether they feel that they are part of ORR, or whether they are actually supply people, or budget and fiscal people, or security people, or managerial. . . I don't know what I am, whether I am an administrative officer, but I know what I would like to be, and that is I would like to be Chairman of the Office of Training Career Service Board. I feel that this is my function.

25X1A9a  
MR. [REDACTED] What good is this designed to accomplish?

7  
MR. [REDACTED] 25X1A9a  
I think there is a very real need for it in the covert services. I will disqualify myself from commenting on the other components because I am obviously not . . .

25X1A9a  
[REDACTED] This recommendation fits the Office of Communications very well for this reason, and that is that I have some Personnel people, and I have some administrative people. They are denied any broadening of their career unless they can look forward to being transferred to another office sometime, and I would like to view this as you do in the military. You get a Quartermaster assigned to a command or to a station, and he will be in the Air Force for a while, and he may go to the Army the next time. The same thing with the doctors. Those who are primarily Communications people I have a career within the office for them. I don't have for a Finance man. I am perfectly content to have the Finance officer detailed to me, the Finance officer for my station in the Middle East. I would like to have a new Chief of the Administrative Division at some time not because of the individual but because he gets in a rut pretty soon, so it fits my office very very well. I can see how

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it doesn't . . .

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GENERAL MORRIS: I already have signed it a career in Personnel. It also includes clerical personnel and just like our Adjutant General's Department in the Army. It has already gone in. I don't know whether Mr. Wolf has seen it yet or not.

MR. [REDACTED] <sup>25X1A9a</sup> A single office would have people from these various designations working for it.

MR. [REDACTED] <sup>25X1A9a</sup> That is right. In other words, although I can't say exactly how it ties in with the rotation system, it helps to . . . I believe that it enhances the orderliness of rotation to some extent. It helps that because a Personnel man, for example, rotates to General [REDACTED] <sup>25X1A9a</sup> and he rotates to you, and then he rotates to you, Paul, and and in the course of that rotation his Personnel Career Service Board is looking after it and planning his rotation, and he comes out a three times better man than if he didn't have that, and this is a kind of a mechanical gimmick to help to do that as I see it. As far as the DD/A areas are concerned -- the Finance, the Supply, the Personnel, even General Counsel, General Services people . . .

MR. WOLF: Security.

MR. [REDACTED] <sup>25X1A9a</sup> You can carry that to a certain extent it seems to me in the DD/I area. It is very difficult to put the NE or CI tag on someone because you have exactly the same kind of a man doing a job maybe in OCI that would be doing it in ONE, and I think there would be some unfortunate consequences in branding a man with one designation where it is an artificial one. You might need a broader designation for the DD/I area that would cover.

[REDACTED] <sup>25X1A9a</sup> Could it be applied partially, for example, to the DD/P's area?

MR. [REDACTED] <sup>25X1A9a</sup> It can be applied to any combination, I believe.

<sup>25X1A9a</sup> MR. [REDACTED] It is in existence now for DD/P. We have it.

MR. [REDACTED] <sup>25X1A9a</sup> And it impinges on the DD/A area although we are not able quite to handle it.

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MR. WOLF: That is all being worked out by understanding and agreement. In fact, I am entirely in accord with that. The more cross fertilization we can get the better I am going to like it in every way.

COLONEL BAIRD: Have you got an expression from the DD/I on this?

MR. [REDACTED] 25X1A9a  
No, sir.

MR. WOLF: I think he certainly should express himself on this before we take anything final. Would you suggest that we . . . ?

COLONEL BAIRD: I don't have any strong feeling on this, Walter.

MR. WOLF: I think it is the DD/I's privilege to comment though, and I certainly think he should.

COLONEL BAIRD: I am not speaking as a Director of Training on this, but I do have great respect for some of these office boards as I have seen them work.

MR. WOLF: So do I. They have done a great job. Well, what is your pleasure? Shall we adopt this, or shall we hold this in abeyance? As a matter of fact, Eric, there is no need of adopting it because it is already being done.

MR. [REDACTED] 25X1A9a  
It is a question of extending it, so we have no comment.

[REDACTED] 25X1A9a  
It could be handled between General Morris and my own office by exchange of memorandums to effectuate the recommendations in paragraph C. That would start the functioning. I would immediately give him the names of those individuals I considered primarily Personnel who did not need to have a knowledge of communications to function. I have some Personnel people who do need to know communications, and communications are primarily MOS, and Personnel would be their secondary MOS, and those I would want to continue to watch their career.

GENERAL MORRIS: On this Personnel thing, if it goes through, what we suggested, it will raise the morale of all personnel people. We recommend a man go to the Far East; we recommend a man go to [REDACTED] 25X1A6a and we can submit to the person two or three names, and people stand right up on the list, etc.

MR. [REDACTED] 25X1A9a  
They want to know what board is going to pass on their

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MR. [REDACTED] That is where the designation helps. They know which board to look to.

MR. [REDACTED] 25X1A9a They will know they are not lost in the limbo of an overseas post where they get to be third-class citizens.

MR. [REDACTED] 25X1A9a The Office of Procurement and Supply has prepared a Staff Study which focuses on this problem. Until the Board might have an opportunity to look at this . . . but it points up the fact that in the DD/A area, whether it is Personnel, or Finance, or Procurement and Supply, it is almost essential to do something of this sort if it is going to be done in the DD/P because the DD/P is certifying Supply and Personnel people, and General Morris can't handle -- I am putting words into your mouth, Sir -- some Personnel people one way and others differently, you see, and that is the essence of the Staff Study by Procurement and Supply, that they wish to have this apply to their office. This overall Staff Study was prepared as a result of the desires of Procurement and Supply because it couldn't be done just for Procurement and Supply and not for other parts of the DD/A area.

COLONEL BAIRD: I don't see why we shouldn't go ahead with C. I think that is very good.

MR. [REDACTED] 25X1A9a We would have to approve B. in order to do that.

COLONEL BAIRD: I disagree with General Morris when he says that all Personnel people would rather be under the Personnel Service Board rather than under the Board they are now in. Mine wouldn't; mine would rather be with me.

GENERAL MORRIS: The thing about it, he has a ceiling if he is in your place.

COLONEL BAIRD: Sure he has a ceiling, and when he has reached that ceiling, and when he has reached that ceiling, I will make him available and say, "Here is a very good man, and I can highly recommend him, and I hope you will push him some place where he can go, and do you have a Junior who can come in and take his place for two or three years?"

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25X1A9a

MR. [REDACTED] We feel, Matt, on the contrary, that our Personnel should be considered for promotions by the Personnel people even before we are ready to make them available. We think that they should get equal consideration whether they are assigned to FI or whether they are assigned directly under General Morris.

COLONEL BAIRD: But you are the guy who has been supervising them. You know more about them than anybody else while they are with you, and I would think while they are with you that you want to control them, and if you are a good supervisor they will want you to supervise them.

MR. [REDACTED] 25X1A9a  
We control them for purposes of discipline, and administration, and we prepare their efficiency reports for the concurrence of the Personnel Office, but they are primarily personnel officers.

7 [REDACTED] 25X1A9a  
It seems to me that I could take a Personnel man and recommend his promotion, and he would be promoted ahead of other Personnel people, and really the consideration for promotion should come from somebody who is watching all personnel people to see that they keep it in balance. My Career Service Board doesn't like to handle the Administrative and Personnel people. It is hard to fit them in with the technical people.

MR. WOLF: I think that is right. I agree with that. That is the problem we face throughout.

[REDACTED] 25X1A9a  
This fits my office entirely satisfactorily.

MR. [REDACTED] 25X1A9a  
Would it be possible to take action on this by saying if the Board wishes to, that this will apply to the Office of Communications, the DD/A, and the DD/P, and that it will be held in abeyance with respect to the Office of Training and the DD/I? From the point of view of mechanics that would be quite possible.

MR. WOLF: Bob, we have a big chair for you, and we are just about to recommend. We are on Item No. 7 -- Responsibility for Career Planning, Staff Study, dated 24 February 1953. It has just this minute been proposed that this Board recommend the adoption of this insofar as it relates to the DD/P, the Office of Communications, and the DD/A, and hold in abeyance

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until such time as the office of the DD/I gives its conclusion insofar as its organization is concerned, and the Office of Training.

COLONEL BAIRD: Well, I do it already with the DD/P offices. I would like to hear how the DD/I offices feel about it.

MR. AMORY: About the regulation as a whole?

MR. WOLF: The Staff Study and the recommendation.

MR. AMORY: We have one great worry and that is the question of tabbing all administrative officers and putting them under the DD/A Board. We don't mean to exclude the DD/A Board, but we certainly feel that the appropriate office board or DD/I body should also have a hand in determining their career, largely because there is a constant shift back and forth from administrative work to intelligence work there, the specific example being [REDACTED] 25X1A9a who we took out of Administrative Assistant to the AD/ORR and sent him to [REDACTED] 25X1A6a. He will now come back and be a division chief in a substantive branch.

MR. WOLF: I think that is entirely comparable to what you have been saying, General, about certain administrative people in the Office of Communications whose primary work is based on communications but are doing certain administrative work. They are not the ones that you are including. You want to control those in your own office board, but a personnel officer, or a finance officer, or security officer, or procurement or logistics fellow I gathered from what you said that he is the one you want to have controlled and run for promotion policy, etc., by a DD/A Board, but I think what you are saying, Bob, is so many of your people may be classified in your mind as administrative, but they are really developing into the intelligence field just as many of yours are doing administrative work but are really going into the communications field, and they without any question I gathered from your point of view should be handled by your own board.

[REDACTED] 25X1A9a  
That is right.

MR. WOLF: But the question is whether the others be allocated to other boards. Isn't that it?

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25X1A9a

Mr. Chairman, wouldn't the case Mr. Amory just brought up, if he has an individual that develops into an intelligence officer, then he moves under the jurisdiction of his Board, but if he is purely administrative officer, he is under the administration.

MR. 25X1A9a Would the concurrence of two interested components . . . any designation can be changed or secondary designation can be added. We have the same problem, Bob, so we proposed an early proposal that it be determined by grade, and that we wouldn't accept at all because some of our grade 3's are potential intelligence officers.

MR. AMORY: There is more apt to be flexibility at that level than . . .

MR. 25X1A9a There is one other gimmick you might call it in the Staff Study which I would like to point out. That is for this initial designation . . . in other words, we have a case where we are facing certain facts of life that various people are on the T/O of a particular office. The head of that office has let's say the major part of the initiative in determining what his designation should be; therefore, in your case with 25X1A9a you could just say, "Well, there is going to be no argument about 25X1A9a He will have an ORR designation." And it is up to an X number of people to challenge your decision, Mr. Amory, and nobody would challenge it in that case. That is the problem of making these initial career designations since we have 25X9A2 who don't have it at the moment. It is catching up with ourselves as it were, in other words, putting a system into effect which can run smoothly, but there will be certain problems and administrative headaches in getting it underway.

25X1A9a It seems to me that the initial designation should not be forever binding.

25X1A9a No, it should not.

COLONEL BAIRD: Where do the clericals come into this thing?

MR. 25X1A9a They come with their principals.

25X1A9a (Off the Record)



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MR. WOLF: I think the problem we face, Bob, I don't get your whole story, but we have some individuals whose long term future is definitely going to be in the field of finance or in the field of procurement and supply, or in the field of personnel work, or in the field of something else. Now they may get rotated around and get exposure to different things in order to build that. It has been recommended, and it is being done with the DD/P area; in other words, this is relatively academic insofar as DD/A and DD/P because all of this is being done by understanding and agreement. The DD/A Board is perfectly willing to handle as much of this as it can. Appropriately it doesn't . . . God knows it is not going out looking to get people, but if in the judgment of the head of the office a Finance Officer will never be 100% an Intelligence Officer, is it better that he be handled through the DD/A Career Board so that he then can be related to all others and in promotion standards, etc., he can be considered rather than have him handled going on a promotion basis by an Intelligence Board whose primary interest is in that and not knowledgeable of all the other phases of personnel, or security, or procurement, supply, or finance? That is the real problem as I see it. I think that maybe you get better personnel management, but again it is a question of determining which one we . . . We want Agency policy rather than one office doing it one way and another office saying, "Well, that is a hell of a way to do it; we are doing it this way." Agency policy which must have procedure within its framework which is highly flexible so that it can be made applicable to different segments of this career business.

COLONEL BAIRD: How would it be to let the individual be given the choice on this basis rather than say, "Well, you are a supply man. Do you want to put down that you want to go to supply career training, Procurement and Supply Office Career Service Board, or do you want to stay with Training?" I think maybe one thing that could come of that would be that you would raise the level of some of the office career service boards which aren't even functioning yet, and when an individual sees that there is an office career service board that is functioning, he may

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be less loathe to give up a good berth for something that he doesn't know, that is, whether it is functioning or not. But I merely express some of the thoughts to my own people that they would prefer to stay with the Office of Training until they see what is happening in the other Career Service Boards -- Office Boards.

MR. [REDACTED] <sup>25X1A9a</sup>

There is a provision for the individual to elect or express his preference which is contained in the DD/P's system that was approved by the Board. There are three alternatives. I can't quote the details, but a man can elect or can request that he receive a certain kind of designation based on his experience, etc., and that is contained here. Secondly, I think, Matt, let's take office X. The head of office X can say under this Staff Study if it is approved for the next year, "I wish to designate all people with X designation until we can see how this works," and it can be done that way. In other words, that is no violation of the overall intent, and that gives you plenty of time to phase into this system which seems to be from a long range point of view desirable, but there is plenty of flexibility. One, for the individual to make an election or express his preference and to be heard on it, and there is also plenty of flexibility for the head of the office to say, "I don't want to sign out or designate anybody for the time being, but I want to reserve that until I have had an opportunity to see how it is going to work."

COLONEL BAIRD: I withdraw any objection. I raise this point because I wanted to be argued down on it.

MR. WOLF: I think it is a very good point.

COLONEL BAIRD: I want to go back and tell my people something about it.

MR. WOLF: I think as it has just been expressed, there is no firm line here. I mean you can make the decision, and you have lots of time; if the principle of this is correct for the Agency as a whole I would like to see it adopted. I would like to see the procedure highly flexible and give and take and work this out over a period of time with the heads

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of the various offices, which I don't think any of us know enough yet to know what is the best thing for the long pull. Based on the way we are built and the way we are running, certainly with the whole DD/P area and the DD/A operation this fits our book. It fits [REDACTED] 25X1A9a  
book very well I gather.

[REDACTED] 25X1A9a  
Yes, sir.

MR. WOLF: And I leave it to this Board to determine what it would prefer to do. I think it is a good recommendation provided it is handled and operated with some degree of intelligence and a very large amount of understanding and good will.

COLONEL BAIRD: Yes.

MR. WOLF: I put less emphasis on the intelligence than I do the good will and understanding. Bob, if you have any reservation now I would certainly prefer not to have it made applicable to the DD/I until you have considered it further if you prefer to.

MR. AMORY: Really we are just setting the primary form, and the secondary can come at anybody's operation who wants to, and will the minutes so show.

MR. WOLF: That is it exactly.

MR. AMORY: In other words, unless an individual takes some action he will be classified as an administrator if he is an administrator, but all he is to do is by his office head he can then be transferred to the jurisdiction of his office board.

MR. WOLF: That is my understanding.

COLONEL BAIRD: You remembered to give the individual some choice. I don't see that the individual in the wording of this has much choice. The AD/P will correct errors and the office officially record the career designations. I don't see that the employee himself ever has much of a decision.

MR. WOLF: I don't think I said the employee had the decision. Didn't you say the head of the office made the initial determination?

MR. 25X1A9a ~~CONFIDENTIAL~~ INFORMATION That is correct. The head of the office has full power to decide who is going to be designated. Let me put it this way: If Mr. Amory says, "My top personnel officer, my top man in Personnel, I want to give an RR designation," then General Morris has the right to say, "I don't think he should have an RR designation. I think he should have a Personnel designation." Now I think challenges of that sort are going to be extremely rare.

MR. WOLF: That then would be adjudicated.

MR. 25X1A9a By the Special Board which is only set up for the purpose of handling the initial problems of designation, let's say, a handful of problems of that sort.

MR. AMORY: I think that the individual should have an absolute right.

MR. WOLF: I think the Head of the office.

GENERAL MORRIS: The way I feel about it, on the administrative side if the individual decides not to go with Personnel, he would be making an awful mistake, I mean as far as his career if he is going to be a Personnel man.

MR. WOLF: It seems to me the head of the office can discuss anything with the individual and get the individual's point of view. He can accept the individual's point of view, or he can advise him against the position he is taking. The head of the office then determines he wants him as an RR fellow. Now then, as you say, General Morris as the AD/Personnel can say, "I don't think that is correct." Now the adjudication of that is what?

MR. 25X1A9a The adjudication of that is by a special board, or panel, or committee, or whatever you want to call it of five people representing each of the five chains of command.

MR. WOLF: In other words, what it adds up to is if it goes beyond the office head, the Assistant Director, the two deputies will resolve it, and if they can't resolve it, they will present it to the Director for final resolution.

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MR. AMORY: I am not happy with that. It seems to me that is complicated, and it is going to be productive of poor morale. He says, "No, I want to take a chance to be," and neither I nor General Morris or the two of us together should be able to deny that person the right to get into that particular branch.

GENERAL MORRIS: That is right. I think the man should say what he wants.

COLONEL BAIRD: The individual.

GENERAL MORRIS: Oh, yes.

MR. AMORY: Can't we leave this to the Secretary to be redrafted?

MR. WOLF: Yes, I think so. I think it is a very good point.

MR. [REDACTED] <sup>25X1A9a</sup> If somebody wasn't qualified to be an RR employee you wouldn't want to pass on it. We don't want people picking FI. He elects what we would like him to be.

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MR. [REDACTED] <sup>25X1A9a</sup> All of this designation is to identify the individual with a given board, isn't it? I mean a stenographer is going to type in one office like another, and the fact she is an RR girl isn't going to make her operate any differently.

GENERAL MORRIS: Sometimes you go into these grades.

COLONEL BAIRD: What I would like to do, Walter, for instance in the roster that the AD/P is going to send us, I would have the employee designate what he wants, and then I would review that with the employee to see whether he has really thought this thing out, but I would certainly want to give the individual a choice of what he would like to have his career be.

MR. WOLF: But if you disagree with him that doesn't necessarily mean the employee will be listed as he would like.

COLONEL BAIRD: I don't know.

MR. WOLF: Well, that is my question.

MR. [REDACTED] <sup>25X1A9a</sup> If he wants to be listed as Personnel and General Morris says, "I don't think this character has any abilities for Personnel, therefore, I am not taking him in the Personnel career," then where are we? I agree the individual can't make the entire election without the concurrence

or without the help of the career for which he is elective. In other words I couldn't say, "I want to be RR," and you would be helpless to say anything about it.

MR. AMORY: You may still be sitting somewhere else, but I think you have a right to submit your career plan to the RR Board and say, "I think I would make a good research fellow in ferrous metals and I want you to look over my qualifications." I just ran into one the other day.

MR. WOLF: I think just because the person says he will make a good analyst --

MR. AMORY: It means his name can be on the roster for the consideration of that Board.

MR. [REDACTED] 25X1A9a No, but the fact that we don't put in here that anybody can apply for a transfer at any time doesn't mean that they can't apply. That is inherent either before, during, or after this notice. They can.

[REDACTED] 25X1A9a Actually there are a relatively small percentage of the personnel involved here.

MR. WOLF: Very small. The great majority will fit, and I am wondering if we want to try to develop something new on the five percent or the three percent exception that may develop. I am rather inclined to think this could be carried out.

GENERAL MORRIS: I think it is all right.

[REDACTED] 25X1A9a I recommend, Mr. Chairman, that we adopt this regulation.

[REDACTED] 25X1A9a I second the motion.

MR. WOLF: Are there any further comments?

MR. AMORY: Well, I am not happy with it. I will reserve for the DD/I on that unless there is a note either in the minutes of this meeting to the effect of what I have said or the revision put in.

MR. WOLF: You mean to make it elective to give the individual an elective right?

MR. AMORY: Don't forget this is going to be pretty widely disseminated around, but the impression you can get around that somebody can be sloughed off or traded . . . is what we are trying to avoid in the whole career

service program.

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25X1A9a

MR. WOLF: Would it be satisfactory to you and to [REDACTED] if an appropriate notice was made in the minutes and then the Executive Secretary was asked to amend this study with that thought as you have expressed it in the paper, and if it is so written, do you say that it then be approved and recommended?

MR. AMORY: All right.

MR. WOLF: Is that satisfactory? Is that all right with you, Eric?

MR. [REDACTED] 25X1A9a  
It most certainly is. I thought the statement of the problem sort of took care of it, but it apparently doesn't because there is a division of agreement here, so obviously --

MR. WOLF: It seems to me this is a very fair way to have this expression rewritten and presented to the DD/I, and if the DD/I concurs, then instead of holding everything up for another meeting this Board will approve and recommend that this policy be adopted.

COLONEL BAIRD: I would vote against it, but I don't think this Board should be unanimous in any --

MR. WOLF: I don't either, but in attempting to solve the problem I don't want to necessarily have this Board vote 3 to 2, or 5 to 2, or something and not have concurrence of one of the deputy's offices. I would much prefer to hold the thing up for a month.

COLONEL BAIRD: I would just like to see the rights of the individuals safeguarded to the extent I don't think they are safeguarded in this regulation.

MR. WOLF: That is what is to be rewritten, and I think I might suggest again that if it be rewritten and made entirely satisfactory to the Office of the DD/I and to the Director of Training, would it be appropriate for this Board to state it is ready then to go ahead and recommend this as Agency policy subject to the concurrence of Colonel Baird and the DD/I's office? If not we will have to bring it back. I don't think we can write out the wording tonight.

COLONEL BAIRD: No.

MR. WOLF: Would that be satisfactory to all concerned?

25X1A9a

If we had an opportunity to look at the wording.

MR. WOLF: Oh, yes, we will round robin this so everybody . . . The only other item that we want to take up today is the Ten Year Commendatory Letter. The last item has been scratched -- the Staff Study of 13 February 1953. As I recall it -- I read this some days ago -- the problem is whether or not the Office Head writes and signs a letter or whether the DCI signs a letter to a man who has completed the 10-year term. Is that right?

25X1A9a

MR. [REDACTED] I would like to answer your question, yes. I think

I can say yes.

MR. WOLF: There are three courses of action outlined above.

25X1A9a

MR. [REDACTED] It is a little more complex than that, Mr. Wolf. The various offices quite properly are continuing to submit names to me to have letters signed by General Smith. Quite obviously General Smith can't do it, so I have to say the letter can't be signed. The question at issue is: Shall we hold on the line which we once adopted that the longevity program would go into effect in September 1957 and that letters which General Smith signed were a one shot stop gap, or shall we modify our previous determination and say that until the longevity program goes into effect we will have an annual commendatory letter for 10 year service?

MR. WOLF: From the Director?

25X1A9a

MR. [REDACTED] From the Director. Obviously it is inappropriate to be running in with a couple of letters this week and four more letters this week to Mr. Dulles and asking him to sign.

MR. WOLF: I don't think so. I don't agree with that. I don't think there is any problem. You have the same letter -- virtually the same identical letter -- and he knows beforehand that any man who completes 10 years until the longevity program is finalized is privileged to receive a letter from the DCI. I doubt if he would have any objection at all to signing letters.



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MR. [REDACTED] The Personnel Officer has taken the position previously they couldn't possibly handle this on a continuing basis from a workload point of view. They could handle it on an annual basis but not on a continuing basis.

MR. WOLF: I don't understand that at all.

25X1A9a  
MR. [REDACTED] The records are not set up to handle it that way.

MR. WOLF: You mean they don't know when an individual has completed 10 years?

25X1A9a  
MR. [REDACTED] Nobody will have completed 10 years until 1957.

MR. WOLF: Why did General Smith write to people?

25X1A9a  
MR. [REDACTED] He wrote 10 years in intelligence.

MR. WOLF: How did he know whom he should write to?

25X1A9a  
MR. [REDACTED] No, we did not. The Personnel Office couldn't possibly do that. The Personnel Office doesn't know when 10 years in the intelligence business has been completed. That was delegated to each head of office to determine. The Personnel Office didn't determine that.

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25X1A9a  
MR. [REDACTED] Every office adopted a different standard. In the DD/P area we made it specifically with this Agency and successor agencies, but every other office had a different thing. They used ONI, G-2, related intelligence experience. There were no uniform criteria.

MR. WOLF: In that we have a program which takes effect --

25X1A9a  
MR. [REDACTED] -- September 18, 1957.

MR. WOLF: Is it the opinion of this Board that it is unwise to continue with these commendatory letters which were done on a one shot basis several months ago by General Smith?

25X1A9a [REDACTED] I --

COLONEL BAIRD: I certainly think that is wise unless we can come up with a criteria of what 10 years of service in intelligence work means that is consistent over all --

MR. WOLF: Make it uniform throughout the Agency.

COLONEL BAIRD: If that can be done I think this is a good morale factor for a letter to be signed by the Director.

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25X1A9a [REDACTED] In my office we stuck to the OSS. That is where you started, and you had that continuous service through. There were a few people who missed it by just a little bit, and would you consider it advisable to give it to only those people who had continuous service from days of OSS? In another few years you have cleaned up all the people who have had 10 years beginning with OSS and coming right through. I know the two people [REDACTED] 25X1A9a will be eligible next year, and they know about their contemporaries who came in a few months ahead of them getting these letters.

25X1A9a  
MR. [REDACTED] Well, I would suggest that it be left to the responsibility of the office head to submit the names to the Board, but it be limited to this and predecessor agencies rather than related intelligence field.

25X1A9a  
MR. [REDACTED] The different offices have different interpretations, and in our office we didn't report anyone because we stuck directly to the OSS, and then we ran into other people that had gotten these letters, and they had been over in G-2 and ONI. That created a very bad impression.

25X1A9a  
MR. [REDACTED] We had 10, and we limited it to OSS.

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MR. WOLF: Wasn't George Carey's the office that ran into real trouble? Wasn't the [REDACTED] FOIAb3b1 over in State or somewhere and War Department before that?

25X1A9a  
MR. [REDACTED] Federal Communications.

MR. WOLF: I mean their point, which was very well taken, was the individual who had served continuously with that Division in all these different segments was just exactly the same as the fellow who joined OSS. That was their contention, and they got away with it.

MR. AMORY: I think it is a thoroughly logical contention. The whole idea was to pat a guy on the back for sticking to a last of the many different types of lasts there are in the shoe factory.

COLONEL BAIRD: Walter, may I make a recommendation?

MR. WOLF: Yes, please do.

COLONEL BAIRD: That the Executive Secretary work out the criteria to this that will be applicable to the Agency. Then that the office head

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or the office concerned with the individual prepare not a stereotyped letter but a letter that shows that there has been some attempt made to make it personalized; that the office head can do because they know what the service was, and prepare that letter for the Director's signature.

MR. [REDACTED] <sup>25X1A9a</sup> Do that on a continuing basis?

COLONEL BAIRD: And do it on a continuing basis until 1957 for the morale effect thereby. It puts work on you and on the office and none on the Personnel in that respect.

[REDACTED] <sup>25X1A9a</sup> That is going to put a lot of work on I&S.

COLONEL BAIRD: I turned down five people, and they are everlasting enemies of mine because I turned them down on this thing. One was a geographer.

(Off the Record)

MR. [REDACTED] <sup>25X1A9a</sup> You don't get a 25-year key from General Motors if you transferred from the Ford Motor Company half way through your career.

MR. AMORY: If you worked for Delco R--- . . .

MR. WOLF: The last item we have scratched and, therefore, as there is no other business to come before this meeting -- Yes, that has been adopted, and I didn't call the vote on that. We just adopted it. The meeting is adjourned at 6:05 P.M.

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